Navy/Marine Corps Logistics Integration

Agenda

Time	Topic	Speaker
1300 – 1310	Welcoming Remarks And Administrative Items	RDML Thompson/BGen Usher
1310 – 1320	NLI Process, Time Line, Areas of Mutual Concern, Roles And Responsibilities	CAPT Barber
1320 – 1430	Issue Briefs by Champions *Automatic Identification Technology Integration* *USMC Advance Traceablity and Control (ATAC) Policies* *Class IV Support to Naval Engineers* *Ordnance Information Systems*	
1430 – 1445	Break	
1445 – 1530	Issue Briefs by Champions *Afloat MEU Support* *Common Operational Logistics Support Agencies* *Common Expediting Cells*	
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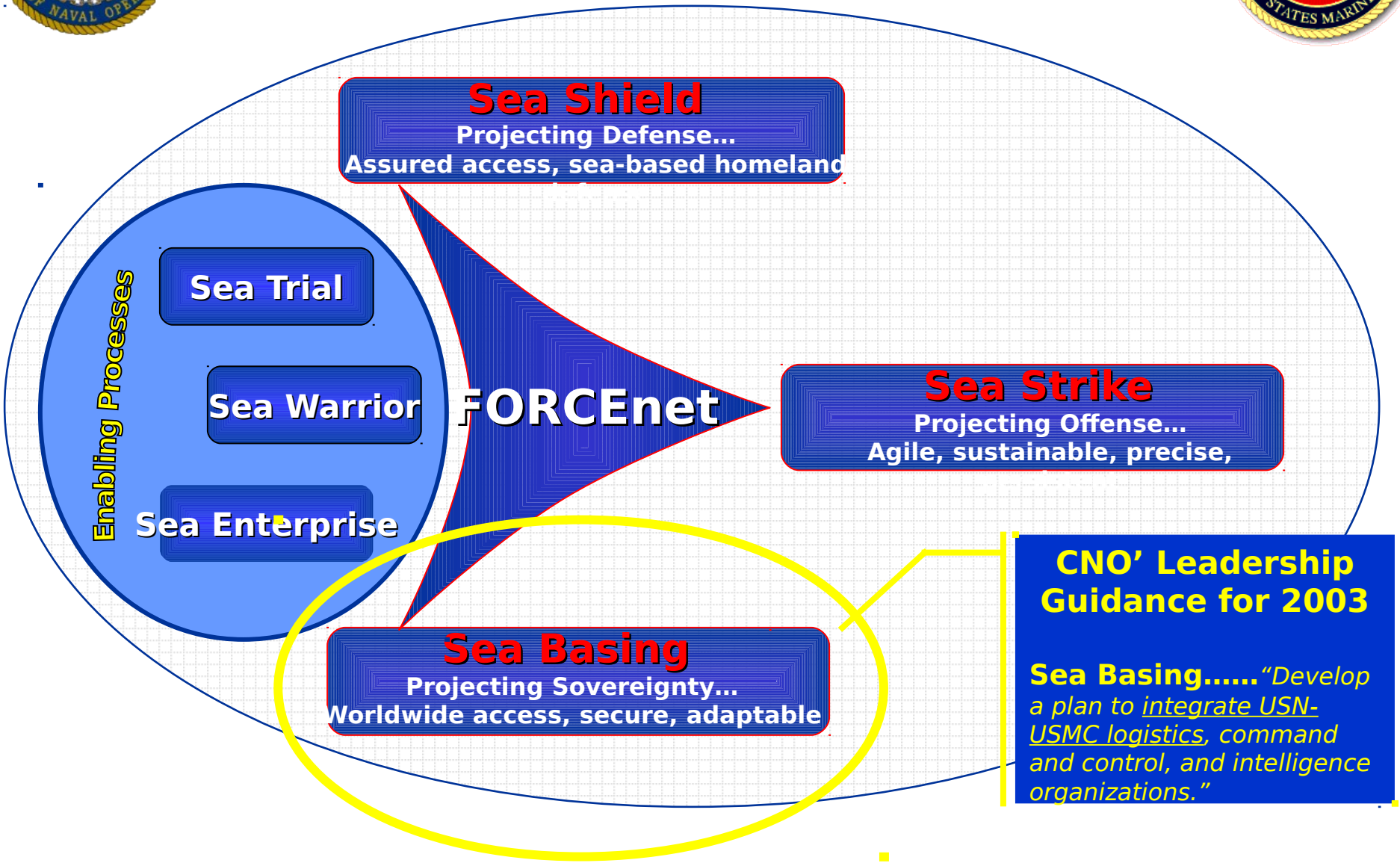
Introduction



CNO' Leadership Guidance for 2003

Sea Basing…… *"Develop a plan to integrate USN-USMC logistics, command and control, and intelligence organizations."*

"…Future Marine Corps operational concepts, contained in Expeditionary Maneuver Warfare (EMW), will depend a great deal on the use of Naval Logistics. A cornerstone of our use will be with the emerging Naval Sea-Base concept…."

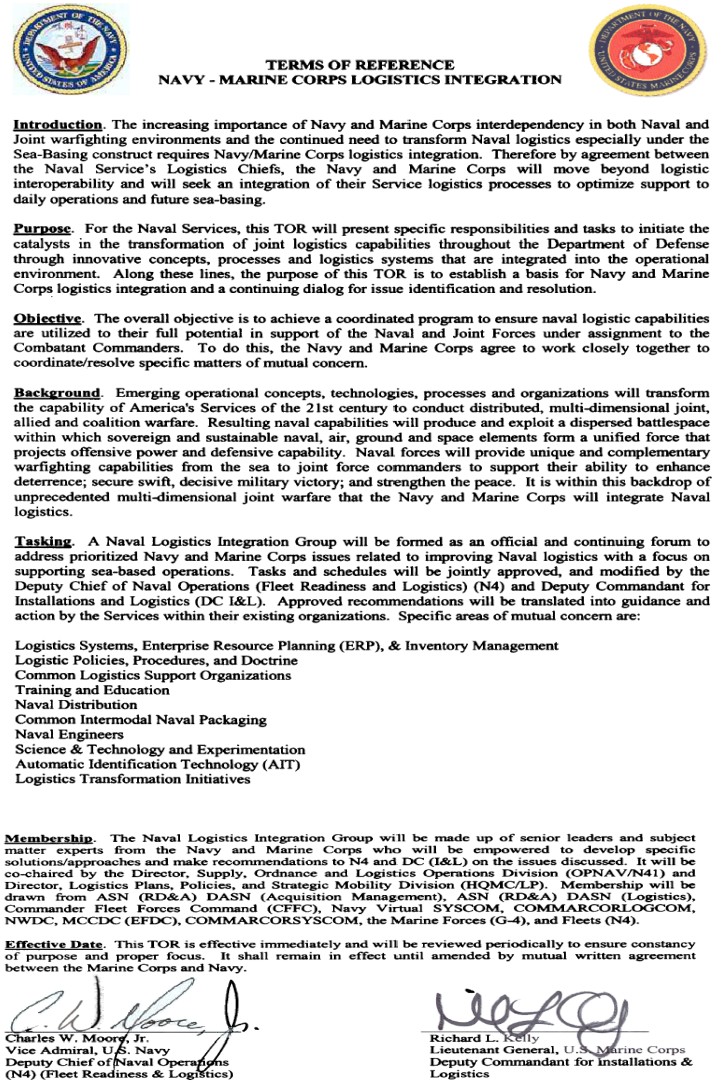
Aug 2001

I&L and N4 TOR on

Naval Logistics Integration

Signed - July 2003

Terms of Reference



TERMS OF REFERENCE
NAVY - MARINE CORPS LOGISTICS INTEGRATION

Introduction. The increasing importance of Navy and Marine Corps interdependency in both Naval and Joint warfighting environments and the continued need to transform Naval logistics especially under the Sea-Basing construct requires Navy/Marine Corps logistics integration. Therefore by agreement between the Naval Service's Logistics Chiefs, the Navy and Marine Corps will move beyond logistic interoperability and will seek an integration of their Service logistics processes to optimize support to daily operations and future sea-basing.

Purpose. For the Naval Services, this TOR will present specific responsibilities and tasks to initiate the catalysts in the transformation of joint logistics capabilities throughout the Department of Defense through innovative concepts, processes and logistics systems that are integrated into the operational environment. Along these lines, the purpose of this TOR is to establish a basis for Navy and Marine Corps logistics integration and a continuing dialog for issue identification and resolution.

Objective. The overall objective is to achieve a coordinated program to ensure naval logistic capabilities are utilized to their full potential in support of the Naval and Joint Forces under assignment to the Combatant Commanders. To do this, the Navy and Marine Corps agree to work closely together to coordinate/resolve specific matters of mutual concern.

Background. Emerging operational concepts, technologies, processes and organizations will transform the capability of America's Services of the 21st century to conduct distributed, multi-dimensional joint, allied and coalition warfare. Resulting naval capabilities will produce and exploit a dispersed battlespace within which sovereign and sustainable naval, air, ground and space elements form a unified force that projects offensive power and defensive capability. Naval forces will provide unique and complementary warfighting capabilities from the sea to joint force commanders to support their ability to enhance deterrence; secure swift, decisive military victory; and strengthen the peace. It is within this backdrop of unprecedented multi-dimensional joint warfare that the Navy and Marine Corps will integrate Naval logistics.

Tasking. A Naval Logistics Integration Group will be formed as an official and continuing forum to address prioritized Navy and Marine Corps issues related to improving Naval logistics with a focus on supporting sea-based operations. Tasks and schedules will be jointly approved, and modified by the Deputy Chief of Naval Operations (Fleet Readiness and Logistics) (N4) and Deputy Commandant for Installations and Logistics (DC I&L). Approved recommendations will be translated into guidance and action by the Services within their existing organizations. Specific areas of mutual concern are:

Logistics Systems, Enterprise Resource Planning (ERP), & Inventory Management
Logistic Policies, Procedures, and Doctrine
Common Logistics Support Organizations
Training and Education
Naval Distribution
Common Intermodal Naval Packaging
Naval Engineers
Science & Technology and Experimentation
Automatic Identification Technology (AIT)
Logistics Transformation Initiatives

Membership. The Naval Logistics Integration Group will be made up of senior leaders and subject matter experts from the Navy and Marine Corps who will be empowered to develop specific solutions/approaches and make recommendations to N4 and DC (I&L) on the issues discussed. It will be co-chaired by the Director, Supply, Ordnance and Logistics Operations Division (OPNAV/N41) and Director, Logistics Plans, Policies, and Strategic Mobility Division (HQMC/LP). Membership will be drawn from ASN (RD&A) DASN (Acquisition Management), ASN (RD&A) DASN (Logistics), Commander Fleet Forces Command (CFFC), Navy Virtual SYSCOM, COMMARCORLOGCOM, NWDC, MCCDC (EFDC), COMMARCORSYSCOM, the Marine Forces (G-4), and Fleets (N4).

Effective Date. This TOR is effective immediately and will be reviewed periodically to ensure constancy of purpose and proper focus. It shall remain in effect until amended by mutual written agreement between the Marine Corps and Navy.

Charles W. Moore, Jr.
Vice Admiral, U.S. Navy
Deputy Chief of Naval Operations
(N4) (Fleet Readiness & Logistics)

Richard L. Kelly
Lieutenant General, U.S. Marine Corps
Deputy Commandant for Installations & Logistics

Guidance

*"Develop a plan to **integrate USN-USMC logistics**, command and control, and intelligence organizations."*

Actions

TOR signed by VADM Moore, Deputy Chief of Naval Operations (Fleet Readiness & Logistics) and LtGen Kelly, Deputy Commandant for Installations & Logistics

- Establishes a basis for Navy and Marine Corps Logistics Integration.
- Forms a NLI working group - Co-chaired by RDML Thompson (OPNAV N41) and BGEN Usher (HQMC/LP)

Areas of Mutual Concern

- **Logistics Systems, Enterprise Resource Planning (ERP), & Inventory Management**
- **Logistic Policies, Procedures, and Doctrine**
- **Common Logistics Support Organizations/Instalations**
- **Training and Education**
- **Naval Distribution**
- **Common Intermodal Naval Packaging**
- **Naval Engineers**
- **Science & Technology and Experimentation**
- **Automatic Identification Technology (AIT)**
- **Logistics Transformation Initiatives**

NLI Organization

NLI Executive Group

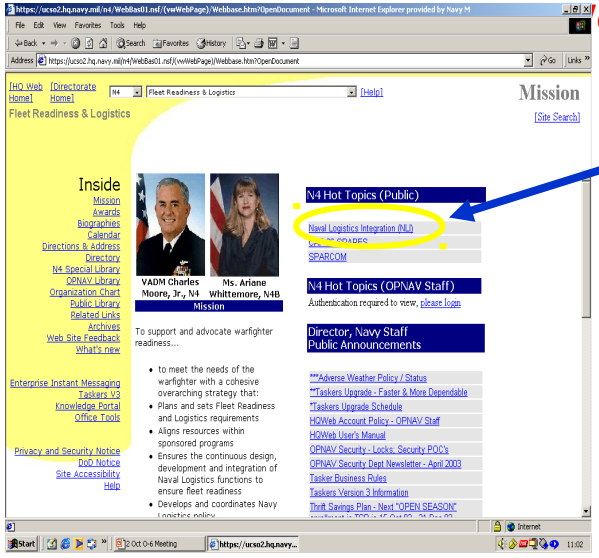
- OPNAV N41
- HQMC/LP
- NAVSUP
- COMARLOGCOM
- COMARCORSYSCOM
- CFFC N41
- DASN Logistics (as required)

O-6 Level Senior Board

- OPNAV N412
- HQMC/LPV
- NAVSUP 42
- MARCORLOGCOM
- MARCORSYSCOM
- CFFC N413
- MARFORLANT/G-4
- MARFORPAC/G-4
- NOLSC XO
- HQMC/LF
- CNI N00B
- Deputy DASN Logistics

NLI Process

- **Senior Board Responsibilities**
  - Pick topics, sets priorities, assign champions (Blue/Green) and monitor initiatives.
  - Topics must show at least one of these qualities: improve war-fighter capabilities, increase in readiness, reduction in work load, be a best business practice, produce savings or be a prerequisite for sea basing.
  - Quarterly meetings with virtual board meetings as required thru a NLI portal on the OPNAV N4 web page



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- **NLI link on N4 web page will host issues/briefs**
- **Goal is to limit meetings to decision points not reviews**

NLI Process

- **Blue/Green champion responsibilities:**
  - Vet issues across services and NLI senior board
  - Develop integration plan and NLI briefs…85% solution
  - Work approved course of action
- **Executive Group:**
  - Issues will be presented to NLI executive group for approval
    - Issues may require flag level guidance &mid course corrections
    - Briefed by the champions.
  - Quarterly meetings
    - Review status of initiatives pilots
    - Work on new initiatives & set priorities
  - Approved issues and implementation plans forwarded to OPNAV N4 and DC, I&L for formal acceptance.

Long Term Goal...

Make Naval Logistics

...More Naval!

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Navy/Marine Corps Logistics:

AIT Integration

CDR Steve MacDonald, OPNAV N41

Mr. Ricky Morton, HQMC/LPV

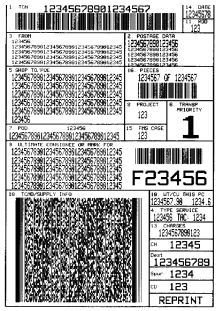
AIT Integration

- *Issue:* Integrate AIT policy and execution across Navy and Marine Corps.
  - AIT policy and execution must be integrated in a standard approach to optimize the supply chain across DoN… because it's *costly not to.*
  - The Naval Logistics Automatic Identification Technology (AIT) Integration Group was formed in May 2003 to develop and refine Navy- Marine Corps AIT strategy.
- *Assumptions:* None.

  "Joint effort to enhance readiness and effect cost efficiencies"

The Issue...

Military Shipping Label



Mailing Label

SAVI Active Tag

Point-in-time-Tracking

Satellite Tracki

Real-time Tracking

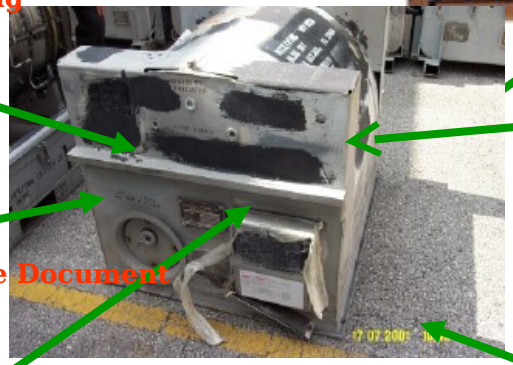
Optical Memory Card

Cargo Manifest

Shipping Container

SAVI Active Tag

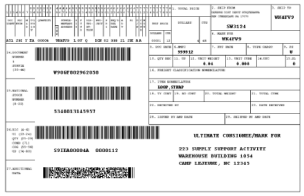
Point-in-time-Tracking



UID

Unique Serial Number

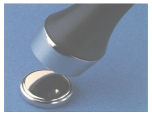
Issue/Release Receipt Document



Materiel Release Document

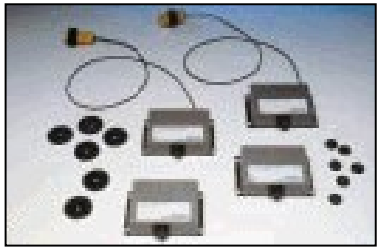
Maintain Maintenance
And Configuration Data

Contact Memory Button



Container/Pallet
Identification

Passive RFID Tag



Standardize, leverage best practices...

AIT Initiatives

- Naval Logistics AIT Integration Group meetings held quarterly to address integration issues associated with Sea Basing, current and future AIT policy (i.e. RFID), and programmatics.
  - SECNAVINST 5230 formally defines integration roles and responsibilities for management of AIT. Currently in chop.
  - Amplifying Service guidance to follow i.e. MCO 4000.51B
- Significant initiatives, accomplishments:
  - Navy AIT Steering Group engagement, AIT projects
  - Joint efforts on new initiatives, war gaming, etc…
  - Sea Basing: How we deploy and fight…
  - UID Policy
  - DoD RFID Policy: Service action required…

Risk Assessment:

However, cost savings to contribute towards SEA ENTERPRISE have not been quantified, and should not be assumed.

- *Benefits:*
  - Commercial industry has documented savings from AIT through automated data input, transfer, and elimination of error in transactions. *The efficiencies are clear…*
  - However, there's no specific cost/benefit data to quantify the contribution RFID, UID investment (specifically) adds to Naval readiness, and the question as to whether we are buying the appropriate level of readiness remains.

- *Challenges:*
  - Sub optimization due to decentralization: AIT acquisition, integration, and implementation is decentralized (among PEOs/PMs, HSCs/Central Design Activities, System Commands, etc) making seamless integration efforts a challenge.
  - Quantifying, capturing available savings vs efficiencies that enhance readiness.
  - AIT/AIS interoperability is the key challenge…

Support current and future readiness… work towards quantifying cost efficiencies…

Proposed Integration Plan

- Navy-Marine Corps Team will continue to work together to ensure integration on all AIT initiatives, particularly with respect to shipboard implementations. Specific efforts on:
  - AIT Policy
    - RFID
    - UID
  - Sea Basing
  - Coordination of Service guidance/policy
  - Joint Deployment Processes

Next mtg: tomorrow…

Next mtg: TBD JAN

A number of initiatives, aggressive plans…

Recommendation

- Continue efforts via the Navy-Marine Corps AIT Integration Team. We solicit your support…

  i. e. Efficient implementation of RFID policy that add value, contributes to readiness and achieving cost efficiencies… Focus on cost savings and avoidance for *all* AIT initiatives…

Service POC's:

USMC: Mr. Ricky Morton,

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703-695-6190

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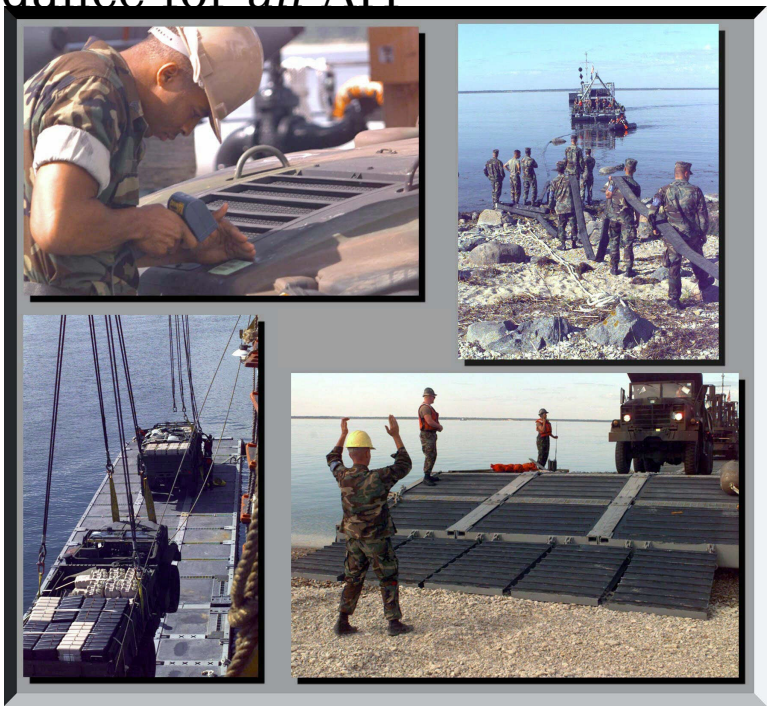
703-604-9938



Navy/Marine Corps Logistics Integration

Process Ground Marines Retrograde via ATAC

Beverly Thomas, Naval Inventory Control Point

MAJ Shaun McDoniel, USMC

Issue

- Move and track Ground Marines material through ATAC
- Area of Mutual Concern: Naval Distribution
- Assumptions
  - Short term: ATAC move and track Ground Marines retrograde
    - Ground Marines package, screen, provide disposition
  - Mid term: Investigate feasibility of utilizing other ATAC functionality

    (Carcass Express, screen, MRIL, TIR)
  - Long term: Integrate as practical

Risk Assessment

- Benefits
  - Initial: Improved visibility; minimize losses; possible reduced retrograde process time
  - Long term: Possible transportation cost reduction; possible procurement $ cost avoidance
- Challenges
  - May need Ground Marines $ to modify eRMS/Marine databases depending on functionality desired
    - May be able to incorporate some Marine functionality in current reengineering effort
  - NAVSUP must approve variance to A-76 study

Proposed Integration plan

- Scope:
  - Initial: Move and track only
  - Mid/long term: Evaluate feasibility of incorporating other ATAC/eRMS functionality desired by Ground Marines
- Timeline
  - Data test: Complete
  - Process 5-10 III MEF items (including 1 Critical Low Density, 1 Controlled item): November
  - Baseline Ground Marines metrics: January
  - Assess/draft MOA: January
  - Begin 90 day prototype with III MEF: January
  - Determine long term functionality desired
  - Finalize MOA
- Metrics
  - Retrograde shipment time
  - Proof of delivery %
  - Transportation cost

Recommendations

- Pursue the prototype
- Assess functionality desired; cost; degree of difficulty to achieve

Navy/Marine Corps Logistics Integration

CLASS IV support to Naval Engineers

CDR John Polowczyk OPNAV N412J

Col Mike Boyd HQMC/LPE

Issue

- Issue stems from a 1st Naval Construction Division (1NCD) OIF lessons learned
  - Seabees had trouble obtaining Class IV items thru 1st Marine Expeditionary Force (IMEF)
  - Material available in CONUS…..transportation constrained
- Propose creation of a “Naval” global prime vendor with DLA to integrate procurement and attainment of construction and barrier material
- Area of Mutual Concern: Logistic Policies, Procedures, and Doctrine
- Assumptions:
  - Navy & Marine Corps policy/doctrine can be changed
  - Defense Supply Center Philadelphia (DSCP) will be the single POE
  - DSCP will provide 1 Full Time Equivalent (FTE) to manage the effort
  - DSCP can locate and integrate global vendors

Risk Assessment

- Benefits
  - Global rapid attainment of class IV material to Naval expeditionary forces
  - Limit reliance on DoD transportation system
    - Goal is attainment in/near theater vice CONUS
  - Potentially reduce USMC/Seabee footprint ashore
  - Savings yet to be identified…TOT, procurement support etc…
- Challenges
  - Requires cultural change for both Seabees and Marines
  - Requires constant advance planning/dialog with DLA … commitment
  - Slight Operational Risk: Construction Battalion Center Gulfport effectively out of the class IV business….no back up for DLA

Proposed Integration plan

- Scope of Integration:
  - DSCP front door for all Class IV…POE
  - Will require doctrine changes but no system changes
  - Stake holders: 1NCD/MEF(s)/DSCP
- Proposed Integration time line:
  - Identify material requirements to DSCP January 04
  - Performance Based Agreement (PBA) between 1NCD/DSCP/MEF - JAN 04….
  - Test case .. Seabee deployment in JAN 04
- Proposed metrics for this integration effort
  - PBA with metrics… Average Customer Wait Time (ACWT), response time….

Recommendations

- Recommend going forward with “Naval Engineer” global prime vendor for Class IV and establishment of a PBA relationship with DSCP on the effort
- Explore other common support issues for Naval Engineers such as vehicles and trucks support… class IX
- Explore making Advance Base Functional Components (ABFCS) more expeditionary and resulting Bill of Materials (BOM) supportable by DSCP….banded kits etc..

Navy/Marine Corps Logistics Integration

Ordnance Information System (OIS)

Navy Champion Capt Thomas Wiechelt, NOLSC

USMC Champion Dennis Zarnesky, MCSC

Issue

- OIS will integrate all ordnance related inventory accountability and management, with a one touch web site. OIS utilizes specific item property and accountable records as well as other applications to be used in a web based shared data environment.
  - The Joint Supply Class V solution (JAMSS) was terminated in FY 01 which caused the teaming effort of fielding a Naval solution.
  - This issue will and has influenced areas of mutual concerns:
    - **Logistics Systems, Enterprise Resource Planning (ERP), & Inventory Management**
    - **Logistic Policies, Procedures, and Doctrine**
    - **Training and Education**
    - **Naval Distribution**
    - **Science & Technology and Experimentation**
    - **Automatic Identification Technology (AIT)**
    - **Logistics Transformation Initiatives**
  - Assumption: OIS integration effort will be fully funded.

Risk Assessment

- Benefits
  - Single Naval solution for Supply Class V leveraging commonalties for all requirements.
  - Cost avoidance for both Navy and Marine Corps funding is realized by not requiring significant RDT&E funds to field a Marine Corps Class V(W) material solution
    - NAVSUP has realized a $2.5 million cost savings to date through OIS integration.
  - Will realize real time data inventory.
- Challenges
  - **CHANGE** !! Probable business rule reengineering and terminology differences i.e. DODIC/NALC
    - Sufficient funding
    - Managing expectations
    - Web base environment and new system requirements

Proposed Integration plan

- Scope of Integration:
  - Consolidation of 30+ (Navy & USMC) systems into a single integrated system
  - Class V ICP's, supporting establishments and Operating Forces
- Proposed Integration time line
  - Critical path matrix with all action items is identified
  - NOLSC rep. Has established a POA&M
    - Independent Verification and Validation (IV&V) in process
    - Duel testing procedures in process
- Proposed metrics for this integration effort
  - NOLSC Mechanicsburg are in a weekly process of monitoring all established matrix, utilizing development, QA, IV&V and dual testing.

Recommendations

- Continued Leadership support and funding as effort is ongoing and viable
- Continue to work all interfacing systems integration
- Continue leveraging other established Naval Class V initiatives
  - Automated sentencing toolkit
  - Munitions Reporting (MUREP)
  - Supported unit solution (below retail)

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Navy/Marine Corps Logistics Integration

Afloat MEU Support

CDR Joe Hennessy, NOLSC
LtCol Jim Brown, MARLOGCOM

Issue

- Fully integrate Afloat MEU support for consumables and repairables into current Navy afloat supply support.
- We will explore L and A class ships stocking material to support embarked USMC ground units.
- Areas of mutual concern this issue:
  - Logistic Policies, Procedures, and Doctrine
  - Common Logistics Support Orgs/Installations
- Assumptions:
  - CLF ships will be available to quickly transfer MEU material ISO short-notice expeditionary missions
  - Available space on the CLFs for MEU material
  - Requisitioning and financial systems can ‘talk’

Risk Assessment

- **Benefits**
  - Improved Readiness through reduced CWT
  - Moving towards future Sea Basing goal
- **Challenges**
  - Inventory obstacles to the integration effort
    - Capital procurement for required increases in FILL
    - Capital asset increase for USMC deckloaded items
  - IT compatibility
    - ATLASS I / ATLASS II + Interface w/ ZAP-IT.
    - Tracking status
  - Financial transaction
  - Collaboration w/ MARFORs
  - Priority de-confliction…..USMC CASREPs?

Proposed Integration plan

- PHASE 1 (COMPLETED)
  - **ESG-1:** Successfully ordered, Received, Paid for Items Aboard CLF
  - Deployed MEU Support DOES occur Indirectly.
- PHASE 2 (WORKING)
  - **WASP ESG:**

    Expand Test to Include Entire CLF FILL

    Engage AFLSC for HI-PRI requisitions

    Utilize CRIF for Cargo Routing
- PHASE 3 (UNDER REVIEW)
  - **ESG-3:** Integrate MEU Requirements into the CLF FILL Process. Other Areas to be Explored are Possible Deckloading of LFORM (CLASSES, I, III PACKAGED, AND IV)

Recommendations

- Continue working the integration plan, making course adjustments along the way as deployed MEUs identify new challenges and solutions.
- Options for this issue include reviewing shore basing stock and determining the best mix of afloat vs. shore stock.
- Consider temporary duty assignment swaps for Navy and Marine Logisticians in order to better understand each others business.
- ID and Track Metrics.

Navy/Marine Corps Logistics Integration

Use of Operational Logistic Support Agencies such as CTF

LCDR Brian J. Malloy, Fleet Forces Command

Mr. Dale Rieck, USMC Logistics Command

Issue

- Evaluate operational logistic support agencies…recommend integration of USN/USMC support where feasible
  - Strongest potential exists in CTF/CFMCC functions
  - Develop processes to enhance strategic sustainment for naval forces afloat and ashore

Risk Assessment

- Goals of Integration
  - Increased in-theater asset visibility
  - Coordinated logistics support requirements
  - Clearly defined theater logistics support structure
  - Seamless transition from peacetime support to wartime scenario
  - Improved doctrine

Risk Assessment

- Benefits of Integration
  - Reduced transportation costs if requirement is filled from within theater
  - Reduced customer wait time
  - Widened range of logistic support
  - Inherent efficiencies of blue/green organization

Meets Terms of Reference criteria

Risk Assessment

- Challenges
  - Implementation across the Integrated Logistic organizations
    - Identifying the overall scope of support to be provided (afloat and ashore)
    - Drafting and defining theater logistics processes
    - Equivalent billet structure across all CTF Logistic organizations
    - Quality and quantity of personnel assignments to integrate billets

Proposed Integration Plan

- Scope of Integration:
  - Update logistics guidance
  - Identify billet structure, grade level and obtain validation
  - Stake holders and organizations potentially effected
    - COMUSNAVCENT/5th Fleet, CTF-53 & ESG with MEU
    - COMUSNAVEUR/6th Fleet, CTF-63/CFM & ESG with MEU
    - COMPACFLT/7th Fleet, CTF-73/CFWP & ESG with MEU
- Integration timeline
  - Validate CTF staffing requirements with Navy/HQMC…1 Oct 04
  - One year Pilot FY 05 timeframe

Recommendations

- Define and develop a Concept of Operations
- Update logistics support procedures to reflect the new operational philosophy
- Revise existing doctrine to support Navy/Marine Corps logistics integration
- Integrate USMC manpower into Log CTF manning structure (Navy manning reduced commensurately)
- Pursue Pilot CTF and evaluate

Navy/Marine Corps Logistics Integration

Common Expediting Cell Initiative

LCDR Edward M. Shine, AFLSC

Capt Luis Garza, MCLC

Issue

- Alignment of MEU/ARG processes to expedite high priority material

  Expediting = Process to reduce CWT

  CWT = Requisition Processing + Material Movement
- Integration Issues:
  - Procedural differences
  - ADP systems/capabilities
  - Current Capabilities vs Perfect World
- Areas of Mutual concern: Logistics Support organizations/Installations/Processes
- Assumptions
  - Navy Supported MEU Deployments (support of ground elements)
  - High Priority Class IX (Repair Parts).

Risk Assessment

- Benefits (Potential)
  - Timely and accurate information flow with universal visibility
  - Reduction of CWT for Hi-Pri Material
  - Cost Savings: TBD
- Challenges
  - Service Specific Differences
    - Cultural & Procedural
  - MIS Compatibility/Communication

Proposed Integration Plan

- Scope of Integration (potential):
  - Utilize Navy Fleet Expediting organizations (AFLSC/PMOPAC) for all embarked MEU Hi-Pri requirements
  - List the stake holders and organizations effected
    - Navy: AFLSC/PMOPAC, Tycoms
    - USMC: MFL, MFP, MCSC, MCLC
- Proposed Integration time line
  - Near term: Assess feasibility/process for Pilot
    - Ensure seamless communication across MIS/organizations
    - Validate proposed efficiencies
  - Mid term: Conduct Pilot with future MEU
  - Long term: Under review
- Proposed metrics
  - Expediting performance
    - Measure reduced Customer Wait Time

Recommendations

- Continue Blue/Green efforts develop pilot program
  - Establish program ground rules/goals
  - Joint development of performance metrics
- Conduct pilot for future MEU deployment
  - Pilot results/lessons learned will determine feasibility
- Work with Afloat MEU Support/Operational Logistics Support Agency initiatives to fully develop synergies

Agenda

Time	Topic	Speaker
1300 – 1310	Welcoming Remarks And Administrative Items	RDML Thompson
1310 – 1320	NLI Process, Time Line, Areas of Mutual Concern, Roles And Responsibilities	CAPT Barber
1320 – 1430	Issue Briefs by Champions *Automatic Identification Technology Integration* *USMC Advance Traceablity and Control (ATAC) Policies* *Class IV Support to Naval Engineers* *Ordnance Information Systems*	
1430 – 1445	Break	
1445 – 1530	Issue Briefs by Champions *Afloat MEU Support* *Common Operational Logistics Support Agencies* *Common Expediting Cells*	
1530 – 1555	**Identification And Prioritization Of Future Agenda Items**	**RDML Thompson**
1555 – 1600	Session Wrap Up and Action Item Review.	CAPT Barber

Areas of Mutual Concern

- **Logistics Systems, Enterprise Resource Planning (ERP), & Inventory Management**
- **Logistic Policies, Procedures, and Doctrine**
- **Common Logistics Support Organizations/Instalations**
- **Training and Education**
- **Naval Distribution**
- **Common Intermodal Naval Packaging**
- **Naval Engineers**
- **Science & Technology and Experimentation**
- **Automatic Identification Technology (AIT)**
- **Logistics Transformation Initiatives**

Session Wrap Up